



# Budget Guide

# **Guide to the Budget Document**





# BUDGET GUIDE

## OVERVIEW

This overview is designed to assist the reader in the use and comprehension of the City of San Antonio's Adopted Budget Document. The Annual Operating Budget serves as a policy document, a financial plan, an operations guide and a communications device for the City. It is the foundation for the City's allocation of resources toward service delivery plans providing quality services, targeted investments, and continued improvements. It also encapsulates incremental changes addressing service requirements and builds upon initiatives funded in prior years while establishing new direction for program. The Budget Document is also used to evaluate the effectiveness of City programs and services while providing extensive information on municipal operations.

## BUDGET SECTIONS

The budget is arranged in eight sections that are separated by their respective tabs. Below is a brief description of the materials found in each of the sections.

- ◆ Budget Summary
- ◆ Budget Guide
- ◆ Revenue Detail
- ◆ Program Changes
- ◆ Source & Use of Funds Statements
- ◆ City Service Plans
- ◆ Capital Improvement Plan
- ◆ Appendix

**Budget Summary** - This section contains the City Manager's transmittal letter, executive summary, community profile, and budget summary. The transmittal letter is the City Manager's message to the Mayor and City Council highlighting significant funding changes in the Adopted Budget. The executive summary describes the policies affecting the budget, and presents a summary of the revenues the City will collect, the funds the City will spend, and program changes that have been Adopted for service delivery. The community profile provides an overview of the City's culture and history, local economy, and perspective outlook on the City's future economic growth. Finally, the budget summary provides the reader with a synopsis of the Adopted Budget.

**Budget Guide** - This section is intended to provide the reader a summary of what is contained in the budget document. An additional goal of this section

is to educate the user on the City of San Antonio's financial and budget policies.



**Revenue Detail** - This section contains a detailed description of the General Fund and Other Funds revenues, specifically the three principal sources; City Sales Tax, CPS Energy payments, and Property Tax. It also details Adopted changes to revenues (New or Enhanced Revenues) for the General Fund and Other Funds.

**Program Changes** - This section includes a listing by fund of program changes sorted by Improvements, Mandates and Redirections /Reductions. A schedule of staffing levels detailing changes in the City and grant funded authorized positions as well as the City's Adopted Holiday Schedule are also included.

**Source & Use of Funds Statements** - This section is organized by fund and contains a schedule of revenues and appropriations for each City fund. First is the summary overview of all funds. Following these schedules are detailed Fund Schedules arranged by fund type. They are arranged by Tax Supported Funds, Special Revenue Funds, Enterprise Funds, Expendable Trust Funds and Internal Service Funds. Finally, a summary schedule of categorical grants is listed.

**City Service Plans** - This section is organized by Department within a City Service and provides the reader a better understanding of the kind of services provided by each department and the sources of funding that support these services. Individual department summaries contain an explanation of the particular functions of each department, their funding levels, personnel counts, and performance measures. For further explanation on this section, see the City Service Plans Overview found immediately following the City Service Plans tab.

**Capital Improvement Plan** - This section consists of the City's six-year Capital Improvement Plan. The six-year program represents the City's long range physical infrastructure development and improvement plan. This section details the types of debt issued by the City which includes General Obligation Bonds, Certificates of Obligation, and Revenue Bonds.

**Appendix** - This section is designed to assist the user in locating information within the document or in obtaining additional information. It contains Statistical Data, a Glossary, Acronyms, and Performance Measure Definitions.



# **Financial & Budget Policies**



# FINANCIAL AND BUDGET POLICIES

## INTRODUCTION

Each year, the City of San Antonio develops a Balanced Budget with guidance from the Mayor and City Council, City Departments, and its residents. In accordance with Texas state law, the San Antonio City Charter, and Generally Accepted Accounting Standards, the City of San Antonio adopts a balanced budget for each fiscal year<sup>1</sup>. The Adopted Budget is required to cover only those expenditures with revenue for which the City has authority to levy therefore creating a Balanced Budget. The Budget process includes multiple phases, each of which requires a joint effort by government leaders and City staff. This section will explain the City's financial and budget policies, including the budget process, timeline, Budget Document, revenues, and expenditures associated with the budget.

## BUDGET PROCESS & TIMELINE

The City of San Antonio operates in a fiscal year beginning on October 1, and ending on September 30. Each year, the City Manager, following certain required timelines, decides on key dates that will be used for each phase of the budget process. The phases include (1) a Five-Year Financial Forecast, (2) a goal-setting workshop(s) for City Council, (3) a proposed budget for the upcoming fiscal year, (4) public hearings on the proposed budget and tax rate, and (5) a Final Adopted Budget for the next fiscal year.

### *Five-Year Financial Forecast*

Approximately four months before budget adoption, the Five-Year Financial Forecast is presented to the City Council. The forecast is intended to provide the City Council and the community with an early financial outlook for the City of San Antonio and to identify significant issues that need to be addressed in the budget development process. Future revenues and expenditures are taken into account in an effort to determine what type of surplus or deficit the City will face during the next five years. This forecast is crucial for Government leaders when faced with making financial decisions.

### *Goal-Setting Workshop*

Once the City Council understands the financial situation of the City, they are asked to identify goals and priorities that the upcoming budget should address. Goals are based on the types of services offered by the City, then prioritized according to the

Council's requests. After the Council's goals and priorities are identified, City staff can begin the process of formulating a budget that will address the Council's desires.



### *Public and Employee Input*

The City's Budget Input Box offers the community and employees the opportunity to submit their suggestions on how the City may increase efficiencies, generate revenues, and make effective changes to service delivery. City staff maintains Budget Input Boxes at various locations and a virtual Budget Input Box on the City's website. Additionally, the City gathers input from employees through its City's Frontline Focus Initiative to be considered during the development of the Proposed Budget.

### *Proposed Budget*

The City Manager presents the proposed budget to City Council, demonstrating how the Council's goals and objectives have been addressed. Correspondingly, the proposed budget, according to the Texas Local Government Code, must be filed with the municipal clerk 30 days before the tax levy is made for the fiscal year<sup>2</sup>.

### *Public Hearings*

After presenting the proposed budget to City Council, at least one public hearing must be held. Public notice of the hearing must be given at least 10 days in advance<sup>3</sup>. The first hearing must be held at least 15 days after the proposed budget was presented, but before the tax levy. Special notice of the public hearing must also be published in at least one county-circulated newspaper. This newspaper notice should be posted within no earlier than 30 days and no later than 10 days before the hearing.<sup>4</sup> The City has traditionally held two or more public hearings concerning the budget process to which all residents are encouraged to participate. Through these hearings, City Council and City staff are able to better assess the needs and desires of the community.

### *Adopted Budget*

Before adopting a final budget, City Council may choose to change any aspect of the proposed budget, as long as the changes result in a balanced budget. The budget adoption must take place before September 27 of each fiscal year. The



## **FINANCIAL AND BUDGET POLICIES**

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adopted budget is then presented and filed with the City Clerk, with sufficient copies provided for City departments, agencies, and civic organizations<sup>5</sup>.

### **BUDGET AMENDMENTS**

At any time during the fiscal year, upon written recommendation of the City Manager, the City Council may transfer any unencumbered appropriation balance or any portion within a department office or agency to another. The expenditures of the City, by Charter, shall not exceed the total appropriation of the fiscal year.

The City Charter also gives the City Manager the authority to transfer appropriations within funds. The budget may also be amended by submitting an ordinance to the City Council for approval. The ordinance must include substantiated and analyzed reasoning for the amendment.

### **BUDGET BASIS**

The budgets of the General Fund, Special Revenue Funds, Debt Service Funds, and Trust & Agency Funds are prepared and accounted for on the modified accrual basis. Briefly, this means that revenues are recognized in the accounting period in which they become available and measurable. Expenditures are recognized in the accounting period in which the fund liability is incurred. In contrast, the budget of the Enterprise Funds and Internal Service Funds are prepared and accounted for using the full accrual basis of accounting. Their revenues are recognized when they are earned, and their expenses are recognized when they are incurred.

### **BUDGET CONTROLS**

Budgetary compliance is a significant tool for managing and controlling governmental activities, as well as ensuring conformance with the City's budgetary limits and specifications. The objective of budgetary controls is to ensure compliance with legal provisions embodied in the annual appropriated budget approved by City Council. Levels of budgetary controls, that is the level at which expenditures cannot legally exceed appropriated amounts, are established by function and activity within individual funds. The City utilizes an encumbrance system of accounting as one mechanism to accomplish effective budgetary controls. Encumbered amounts lapse at year-end

however; encumbrances generally are appropriated as part of the following year's budget.

### **ACCOUNTING BASIS**

The Comprehensive Annual Financial Report (CAFR) shows the status of the City's finances on a basis of generally accepted accounting principles (GAAP). In most cases, this conforms to the way the City prepares its budget. All governmental funds are accounted for using the current financial resources measurement focus and the modified accrual basis of accounting. This means that only current assets and current liabilities are generally included on their balance sheets. Revenues are recognized in the accounting period in which they become available and measurable. Expenditures are recognized in the accounting period in which the fund liability is incurred. However, compensated absences, debt service expenditures, claims and judgments and arbitrage are recorded only when the liability is matured.

Proprietary, Pension Trust, Private Purpose Trust, and Retiree Health Care Funds are accounted for using the accrual basis of accounting. Their revenues are recognized when they are earned, and their expenses and related liabilities, including claims, judgments, and compensated absences, are recognized when they are incurred. These funds are accounted for on a cost of services or "economic resources" measurement focus. Consequently, all assets and all liabilities (whether current or noncurrent) associated with their activity are included on their balance sheets. The reported Proprietary Fund net assets are segregated into three components: (1) invested in capital assets, net of related debt, (2) restricted net assets, and (3) unrestricted net assets. Proprietary fund type operating statements present increases (revenues) and decreases (expenses) in net assets.

The accounts of the City are organized by fund. Each fund is considered a separate accounting entity with its own set of self-balancing accounts that comprise of its assets, liabilities, fund equity, revenues and expenditures or expenses. Each fund is included in the CAFR; however, certain funds (Grant Funds, Community Service Funds, and Pension Funds) are excluded from the budget process based on operational needs of the City. These funds have 1) their own fiscal year that is different than the City's fiscal year, 2) are held by the City in a trustee capacity, or 3) are held in an agency

## FINANCIAL AND BUDGET POLICIES

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relationship with individuals, private organizations, other governments and/or funds.

### FUND TYPES

*General Fund*—The General Fund of the City accounts for all financial resources except those required to be accounted for in another fund.

*Special Revenue Funds*—Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than expendable trusts and major capital projects) that are legally restricted to expenditures for specified purposes.

*Enterprise Funds*—Enterprise Funds are used to account for operations (a) that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the cost (expenses, including depreciation) of providing good or services to the general public on a continuing basis should be financed or recovered primarily through user charges; or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

*Expendable Trust Funds*—Trust and Agency Funds are used to account for assets held by the City in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and/or other funds.

*Internal Service Funds*—Internal Service Funds are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the City, or to other governmental units, on a cost-reimbursement basis. The City's self-insurance programs, data processing programs, and other internal service programs are accounted for in this fund type.

*Debt Service Funds*—Debt Service Funds are used to account for the accumulation of resources and the payments of general long-term debt principal, interest, and related costs.

### CAPITAL BUDGET

The Adopted FY 2011 through 2016 Capital Budget details the City's physical infrastructure development and improvement plan. Capital projects in the six year program addresses general government, public

health and safety, recreation and culture, and transportation functions. The first year of the six year plan is the Adopted FY 2011 Capital Budget.

### DIRECT AND INDIRECT COST

The City of San Antonio incurs both direct and indirect cost in the performance of its responsibilities. Direct costs are costs that can be specifically or readily identified with a specific cost, objective or program. Indirect costs are costs necessary for the effective, efficient, operation of City programs, which cannot be readily identified to a specific cost objective or program without effort disproportionate to results achieved.

The City incorporates two sets of principles into its policies and procedures related to the recovery of costs from funding sources. Principles related to all funding sources are incorporated within generally accepted accounting principles (GAAP) as recognized by the Government Accounting Standards Board (GASB). In addition, principles and procedures, which have been followed for recovery of costs on Federal awards, are presented in U.S. Management and Budget Circular A-87 (OMB A-87), "Cost Principles for State, Local and Indian Tribal Governments".

#### *Indirect Cost Identification*

The City recovers indirect costs through the development and application of departmental indirect cost rates. Rates are developed and documented in the City's departmental indirect cost rate proposal. Rates include both City-wide central services costs and departmental administrative and support costs. The identification and allocation of City-wide central service costs is documented in the City's OMB A-87 Central Service Cost Allocation Plan (Plan). The Plan is prepared and documented in accordance with the OMB A-87 policies and procedures. Central Service costs included in FY 2011 rates are documented in the City's Plan based on actual expenditures and data incurred during the fiscal year ended September 30, 2009.

Department administrative and support costs included in the rate are those costs incurred for the benefit of all programs and activities of a department. Costs are recorded in administrative and support unit cost centers. Administrative and support costs are identified and documented in each department's indirect cost rate proposal. Costs included in FY 2011 rates are actual expenditures

## **FINANCIAL AND BUDGET POLICIES**

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incurred during the fiscal year ended September 30, 2009. All costs included in the development of departmental rates have been reconciled to the City's Comprehensive Annual Financial Report for the fiscal year ended September 30, 2009.

### *Pensions*

The City of San Antonio participates in two types of contributory retirement plans. These are funded plans covering full-time employees. The first is the Fire and Police Pension Plan, which is a pension fund and is a single-employer defined benefit retirement plan established in accordance with the laws of the State of Texas. The City provides retirement benefits for all eligible full-time Fire and Police employees through the Pension Fund. The second is the Texas Municipal Retirement System (TMRS). The TMRS is a statewide agent multiple employer public employee retirement system created by law in 1947 to provide retirement and disability benefits to city employees. The plan provisions and contributions requirements are adopted by the governing body of the City within the options available in the state statutes governing TMRS and within the actuarial constraints in the statutes. The City provides benefits for all eligible employees (excluding firefighters and police officers) through a nontraditional, joint, and contributory, hybrid defined benefits plan in the TMRS.

### *Self Insurance*

The Self Insurance Programs are established to account for Self Insurance Programs including funds for the administration of all tort claims against the City and for the operations of the City's employee benefit programs. Included in the Self Insurance Programs are the Insurance Reserve Program, Employee Benefits Program, Workers Compensation Program, Unemployment Compensation Program, Extended Sick Leave Program, and Employee Wellness Program.

### **PROPERTY TAXES & DEBT LIMIT**

The FY 2011 Adopted Budget includes \$239.7 million in maintenance and operations support for the General Fund from property taxes. For FY 2011, the total property tax rate is the same as the FY 2010 tax rate of 56.569 cents per \$100 of taxable valuation.

The property tax rate consists of two components: Maintenance & Operations (M&O) and Debt Service. The FY 2011 M&O rate is 35.419 cents per \$100 of taxable valuation. Funds from this component of the property tax receipts are deposited in the General Fund and are used to pay for recurring and one-time expenses. The Debt Service component is determined by the City's debt service requirements. The FY 2011 Debt Service rate is 21.150 cents per \$100 of taxable valuation. This debt service tax rate is the same tax rate as FY 2010. Property tax revenue from this component are deposited in the Debt Service Fund and are used exclusively to pay the principal and interest on outstanding debt. These two components together provide for a total tax rate for FY 2011 of 56.569 cents per \$100 of taxable valuation.

### *Debt Service*

The City issues debt for the purpose of financing long-term infrastructure capital improvements and short-term projects. Some of these projects have multiple sources of funding which include debt financing. Infrastructure, as referred to by the City, means economic externalities essentially required to be provided by government to support a community's basic human needs, economic activity, safety, education, and quality of life. Types of debt issued by the City include ad valorem tax-supported bonds, tax notes, certificates of obligation, and revenue bonds. Tax notes and certificates of obligation are typically secured by a pledge of revenues and ad valorem taxes, do not require voter approval, and are issued for programs that support the City's major infrastructure facilities and certain of its revenue-producing facilities. Revenue bonds are utilized to finance long-term capital improvements for proprietary enterprise and self-supporting operations. Currently, revenue bonds have provided the financing required for improvements to the City's Airport System, the City's Municipal Drainage Utility System (Stormwater System), and the Henry B. Gonzalez Convention Center.

The long-term infrastructure financing process commences with the identification of major projects throughout the City to be financed with debt. These City-wide projects typically involve health and public safety, street improvements, drainage, flood control, construction and improvements to municipal facilities, as well as quality of life enhancements related to libraries and municipal parks. Major projects that are financed with ad valorem tax-supported bonds are presented to the electorate for

## FINANCIAL AND BUDGET POLICIES

approval. Upon voter approval, the City is authorized to issue ad valorem tax-supported bonds to finance the approved projects. Bond elections are held as needs of the community are ascertained. The short-term financing process includes interim financing and various projects. Revenue bonds do not require an election and are sold as needed for construction, expansion, and/or renovation of facilities in amounts that are in compliance with revenue bond covenants. The process for any debt issuance begins with the budget process and planned improvements to be made during the ensuing fiscal year.

Utilization of comprehensive financial analysis and computer modeling in the debt management plan incorporates numerous variables such as sensitivity to interest rates, changes in assessed values, annexations, current ad valorem tax collection rates, self-supporting debt, and fund balances. The analytical modeling and effective debt management has enabled the City to maximize efficiencies through refundings and debt structuring. Strict adherence to conservative financial management has allowed the City to meet its financing needs while at the same time maintaining its strong ratings. The City is rated "AAA", "Aaa", and "AAA" by Standard & Poor's Ratings Services, a Standard & Poor's Financial Services LLC business ("S&P"), Moody's Investors Service, Inc. ("Moody's"), and Fitch Ratings ("Fitch"), respectively.

### *Debt Limitations*

The amount of ad valorem tax-supported debt that the City may incur is limited by City Charter and by the Constitution of the State of Texas. The City Charter establishes a limitation on the general obligation debt supported by ad valorem taxes to an amount not to exceed ten percent of the total assessed valuation.

The Constitution of the State of Texas provides that the ad valorem taxes levied by the City for debt service and maintenance and operation purposes shall not exceed \$2.50 for each one hundred dollars of assessed valuation of taxable property. There is no limitation within the \$2.50 rate for interest and sinking fund purposes; however, it is the policy of the Attorney General of the State of Texas to prohibit the issuance of debt by a city if such issuance produces debt service requirements that exceed the amount that can be paid from \$1.50 tax rate calculated at 90% collections.

### *Long-Term Debt Planning*

The City employs a comprehensive multi-year, long-term capital improvement planning program that is updated annually. Debt management is a major component of the financial planning model which incorporates projected financing needs for infrastructure development that is consistent with the City's growth while at the same time measuring and assessing the cost and timing of each debt issuance.

### **CAPITALIZATION THRESHOLDS**

Individual acquisitions must meet the minimum capitalization threshold in order to be capitalized. For example, a single computer which costs \$10,000 would be capitalized and depreciated over its estimated useful life, whereas, five laptop computers purchased for \$10,000 would not, as their individual cost does not meet the minimum threshold (\$2,000 each). The five laptops would be recorded as tracked property. Thresholds and useful lives have been established for each asset class as summarized in the table below:

<b>Asset Class</b>	<b>Useful Life (Years)</b>	<b>Capitalization Threshold</b>
Buildings	15-40	\$100,000
Improvements	20-40	100,000
Infrastructure	15-100	100,000
Computer		
Equipment	5-10	5,000
Machinery & Equipment	2-20	5,000
Automotive		
Equipment	2-10	5,000
Computer		
Software	5-10	5,000

<sup>1</sup> Texas Local Government Code Chapter 102, Subsection 002 and San Antonio City Charter Article 7, Section 80.

<sup>2</sup> Texas Local Government Code Chapter 102, Subsection 102.005.

<sup>3</sup> San Antonio City Charter Article 7, Section 82.

<sup>4</sup> Texas Local Government Code Chapter 102, Subsection 102.006.

<sup>5</sup> San Antonio City Charter Article 7, Section 82.



# **Accounting Structure**



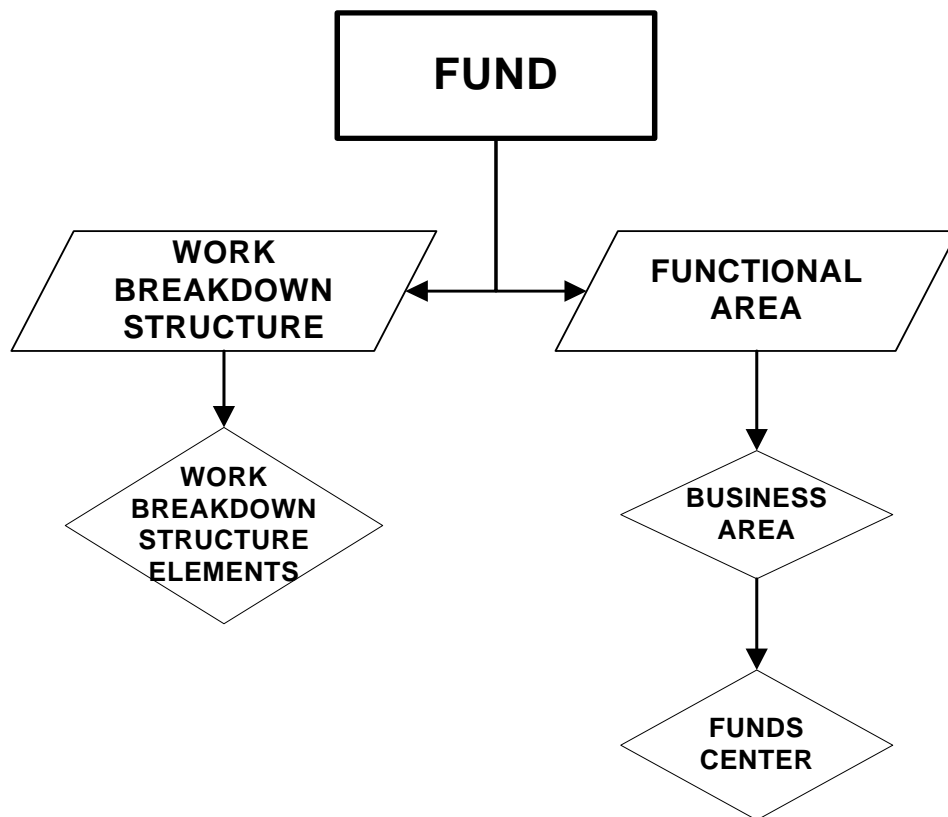


# Chart of Accounts

The purpose of structuring a financial system is to organize and identify the sources and use of funds, revenues and expenditures, activities related to each of these, and to allow for the maintenance, retention, and retrieval of this information.

The first step in accessing financial information is identifying the FUND (e.g., General Fund, Airport Funds) which contains the desired data. The next step is the Functional Area (e.g., Administrative Management) or the Work Breakdown Structure.

After the Functional Area or the Work Breakdown Structure, access is available to either the Work Breakdown Structure (e.g., Park Facilities Roof Repair Project) or Business Area (e.g., Public Works) level. The department level then provides access to the Funds Center.



# Operating Flow of Funds

## Detail

1. Revenues are paid into funds, such as the General Fund and Enterprise Funds as a result of specific activities. For example.

### **General Fund**

- General Fund Revenues - Property Tax, Sales Tax, CPS Payment, Licenses & Permits

### **Enterprise Funds**

- Enterprise Fund Revenues - User Rates, User Fees, Leases, Intergovernmental Contracts

2. Expenditures are made from funds, such as the General Fund and Enterprise Funds, to support activities related to each. For example:

### **General Fund**

- General Fund Departments - Police, Fire, Public Works, Library

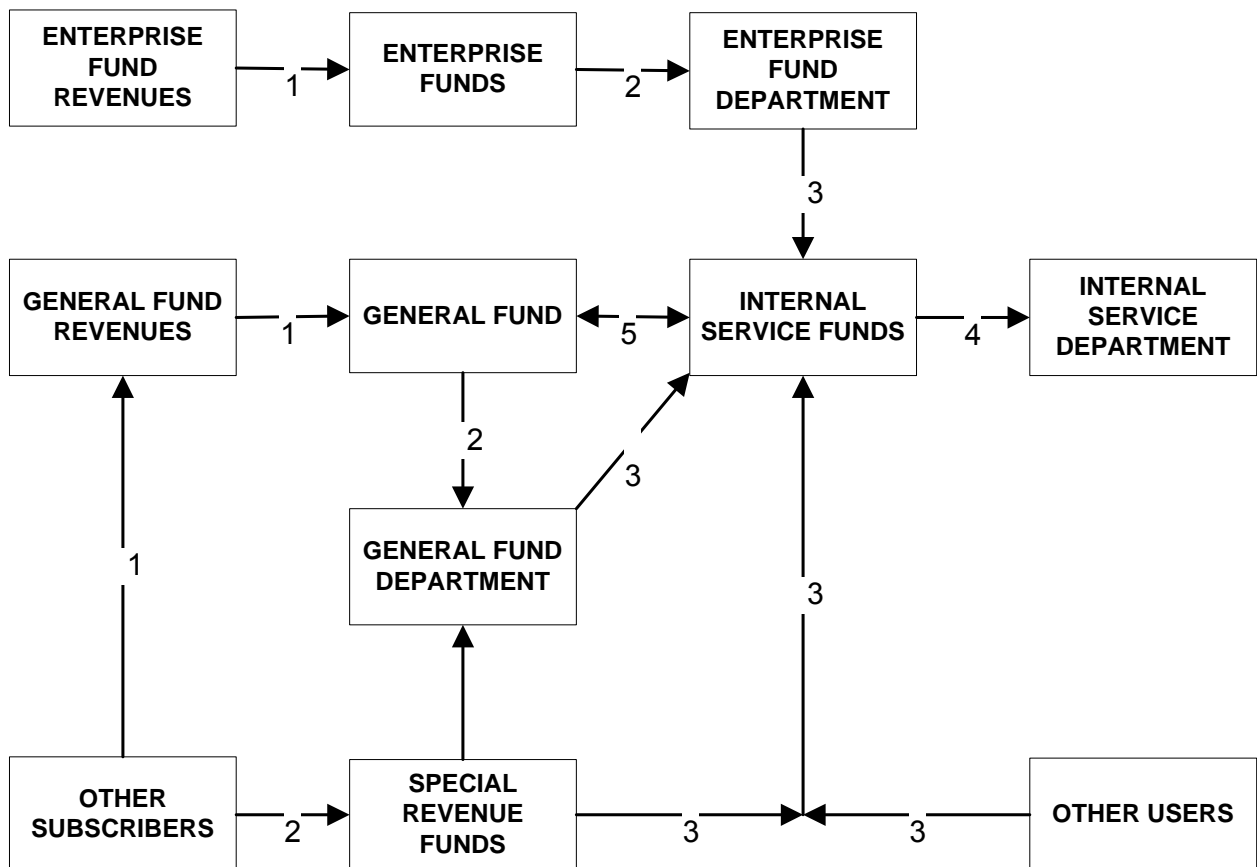
### **Enterprise Funds**

- Enterprise Fund Departments - Aviation, Solid Waste Management Services

3. General Fund, Enterprise Fund, Special Revenue Funds, and other User departments all make payments into Internal Service Funds to support administrative functions which are internal City operations.
4. Internal Service Funds support specific departments. For example; Purchasing and Information Technology Services.
5. Internal Service Funds contribute towards the cost of the General Fund overhead.

# Operating Flow of Funds

# Exhibit



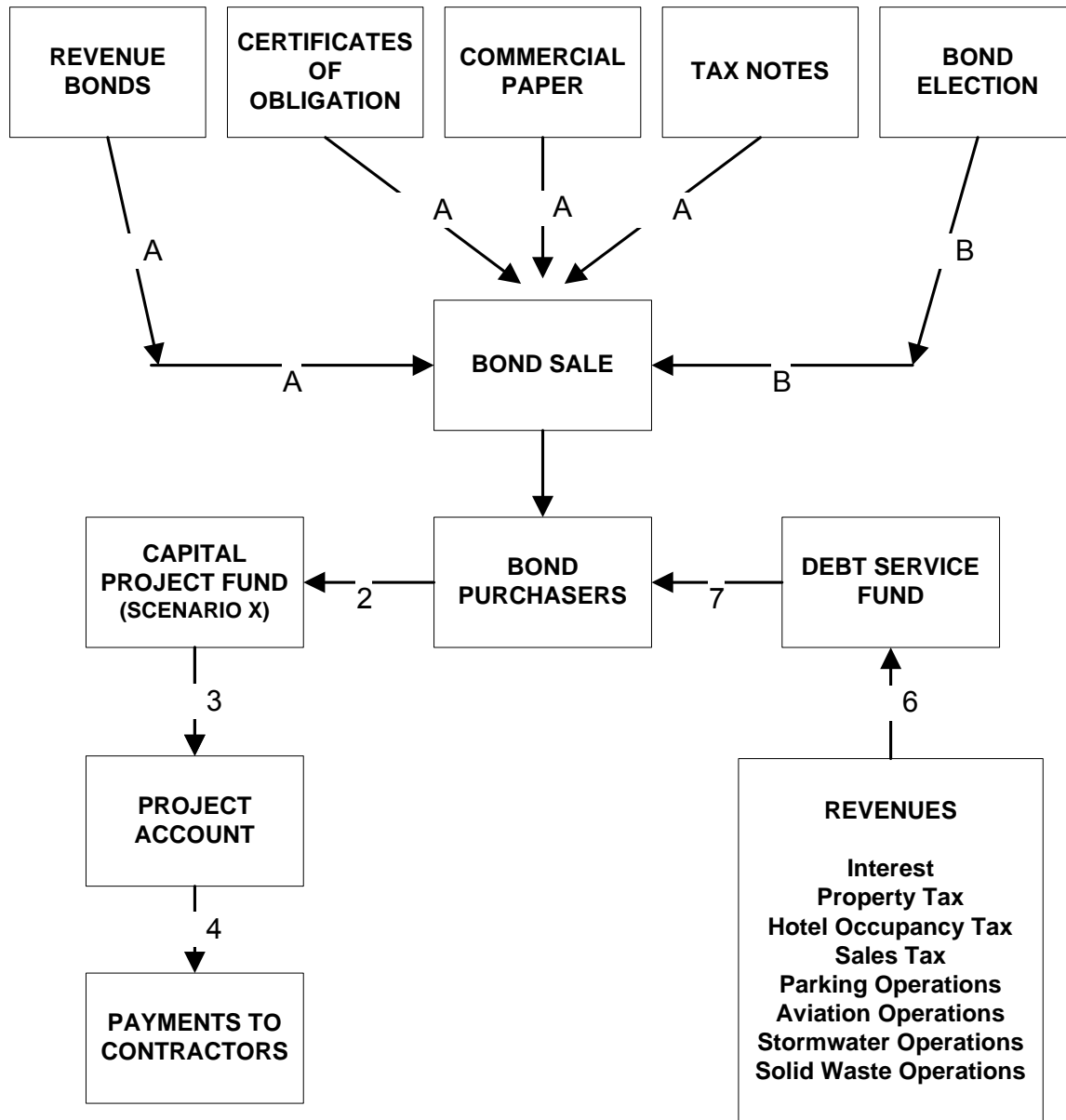
# Debt Service Flow of Funds

## Detail

1. The City holds a Bond Sale after one of the following:
  - a. Approval by City Council to issue either Certificates of Obligation or Revenue Bonds.
  - b. Successful completion of a General Obligation Bond Election.
2. The Bonds are purchased and the funds generated from the sale are allocated to Bond Funds to support specific projects.
3. The Bond Funds distribute moneys to the individual project budgets.
4. Open project accounts channel payments for project work to individual contractors (Scenario X).
5. When a project is completed and the project account closed, unused funds can be directed to the debt service obligation. The project account transfers unused funds to the overall bond fund, which in turn transfers the moneys into the Debt Service Fund (Scenario Y).
6. The Debt Service Fund is also supported by other revenue sources.

# Debt Service Flow of Funds

## Exhibit





# Budget Schedule Fiscal Year 2011

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The City of San Antonio's budget process consists of a range of Budget Worksessions, Presentations, and Public Hearings. The FY 2011 budget process dates are as follows:

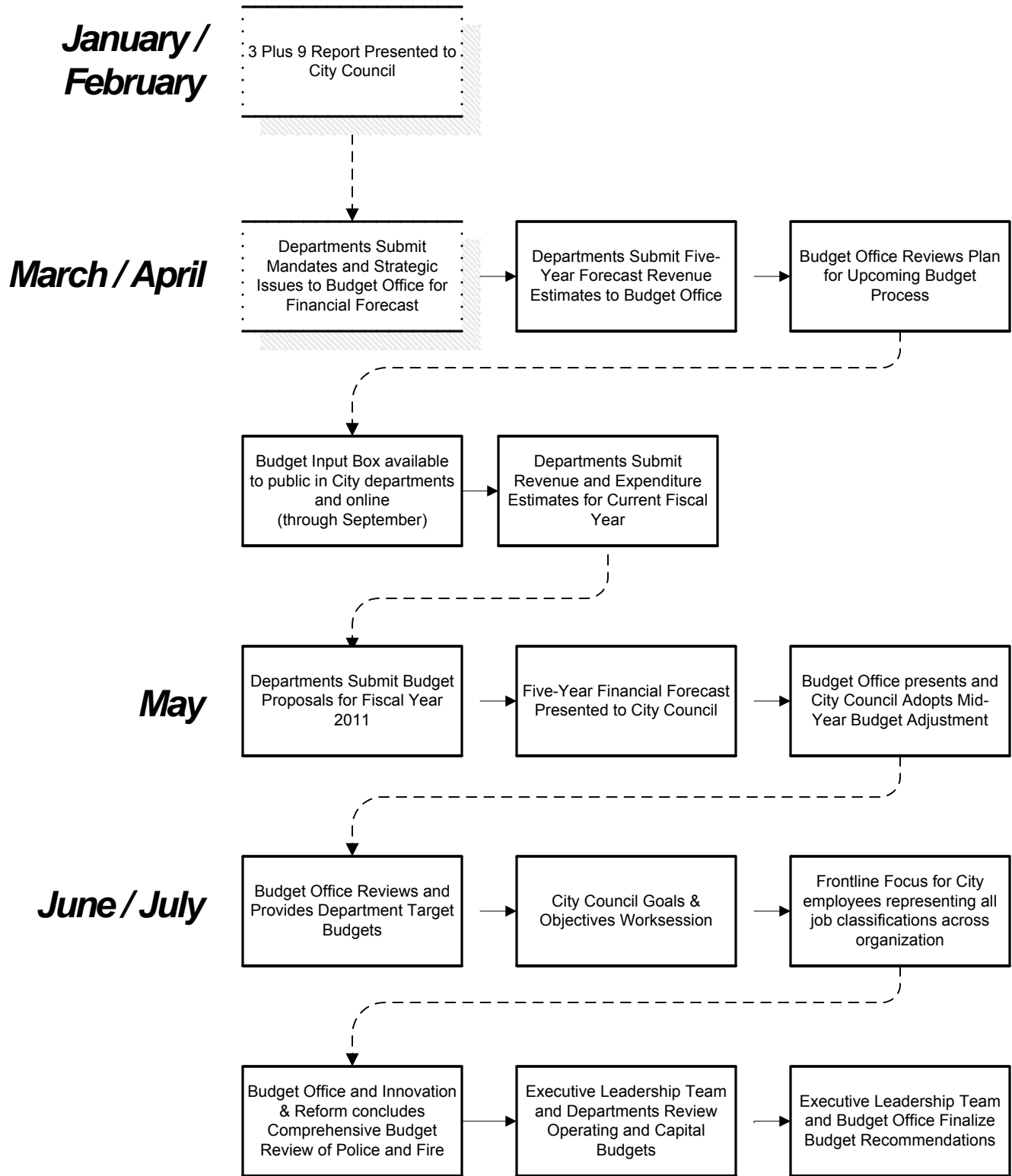
<b>January-February</b>	Budget Office and Finance Department compile Three plus Nine report and present to City Council
<b>March 3</b>	Presentation of Budget Calendar to City Council
<b>March-April</b>	Five Year Financial Forecast materials sent to departments. Departments submit mandates and strategic issues to the Office of Management and Budget for Financial Forecast
<b>March-September</b>	The Budget Input Box is available, in various locations in City departments and online, for suggestions on how to make effective changes to the budget
<b>April 28</b>	City Council "B" Session: 1) Budget & Financial Status Update 2) Presentation of Ballot of City Services for Policy Direction
<b>May</b>	Individual Executive Leadership Team members meet with Departments and OMB to review Service Delivery Plans, Performance Expectations & Outcomes, New & Increased Revenues, Mandates, Reductions, known potential priorities, and departmental efficiencies
<b>May 12</b>	City Council "B" Session: 1) Six Plus Six Financial Report 2) FY 2011-FY 2015 Financial Forecast 3) 2 <sup>nd</sup> Quarter Performance Report 4) FY 2010 Proposed Mid-Year Budget Adjustment
<b>May 13</b>	Mid-Year Budget Adjustment Ordinance
<b>May 18</b>	City Council Budget Policy and Service Delivery Priority Setting for the FY 2011 Budget and FY 2012 Budget Plan
<b>June</b>	Office of Management & Budget and the Office of Innovation & Reform concludes Comprehensive Budget Review of Police and Fire to identify core services, best practices, and efficiencies
<b>June-July</b>	Frontline Focus with individual employees representing 20 departments whose jobs fell into the following categories across the City organization: Customer Service, Environmental Initiatives, Fleet Services, and Information Technology
<b>July</b>	Meetings with City Manager, Executive Leadership Team and Office of Management & Budget staff to review budget recommendations and service delivery plans utilizing identified City Council Goals and Priorities
<b>August 12</b>	City Manager presents FY 2011 Proposed Operating & Capital Budget to City Council and City Council considers the FY 2011 Proposed Ad Valorem Tax Rate and sets date, time, and place for public hearings. Office of Management & Budget delivers copies of the FY 2011 Proposed Operating and Capital Budget to City Council and City Clerk
<b>August 16-August 30</b>	City Council District Community Budget Hearings

# Budget Schedule Fiscal Year 2011

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<b>August 17-September 15</b>	City Council Worksessions on the FY 2011 Proposed Budget
<b>August 31</b>	City Council Public Hearing on the FY 2011 Proposed Budget, 6:00 PM, preceded by staff summary report of issues discussed at individual City Council District Community Budget Hearings
<b>September 16</b>	City Council adopts the FY 2011 Annual Operating and Capital Budget, the Ad Valorem Tax Rate, Revenue Adjustments, the Operating and Capital Budget Appropriations Ordinance, and the FY 2011 Closing Ordinance
<b>October-November</b>	Office of Management & Budget finalizes the FY 2011 Adopted Operating & Capital Budget documents. OMB distributes, analyzes, and validates the FY 2011 implementation process
<b>November-December</b>	FY 2010 Preliminary Financial Year-end report is presented to City Council. Office of Management & Budget reviews budget development procedures for improvements and efficiencies

# FY 2011 BUDGET PROCESS



# FY 2011 BUDGET PROCESS

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